

FIG. 1

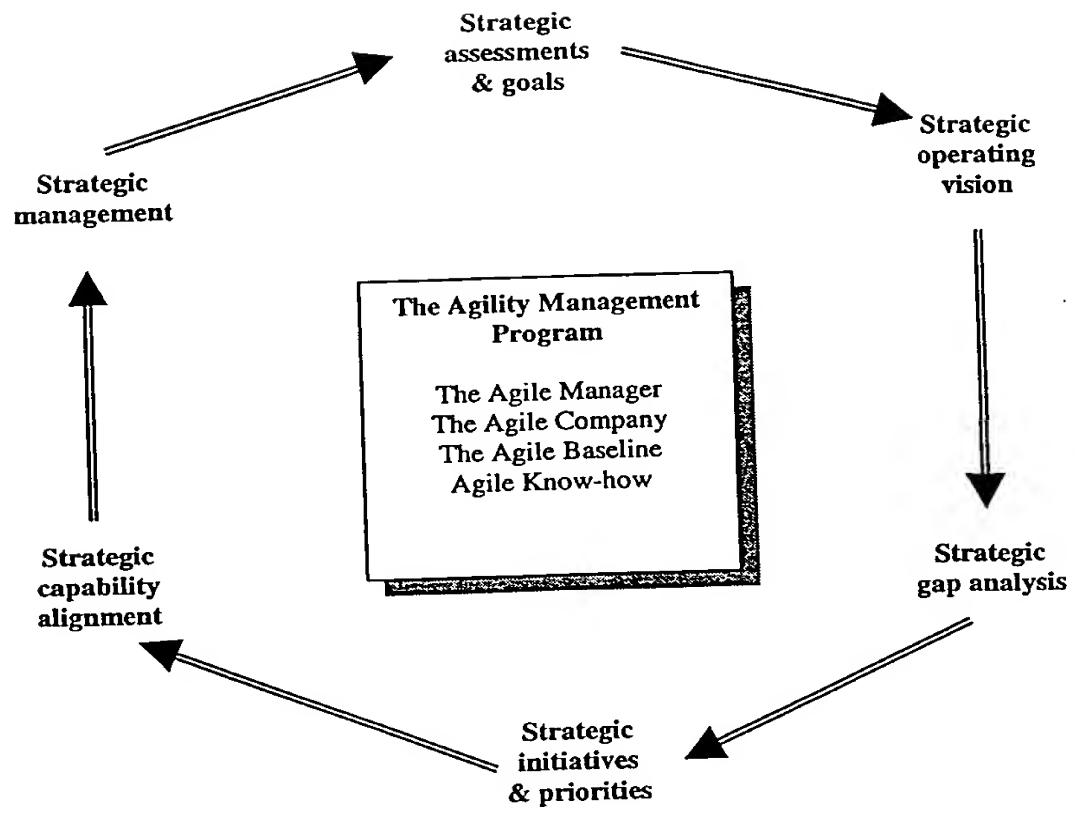


FIG. 2

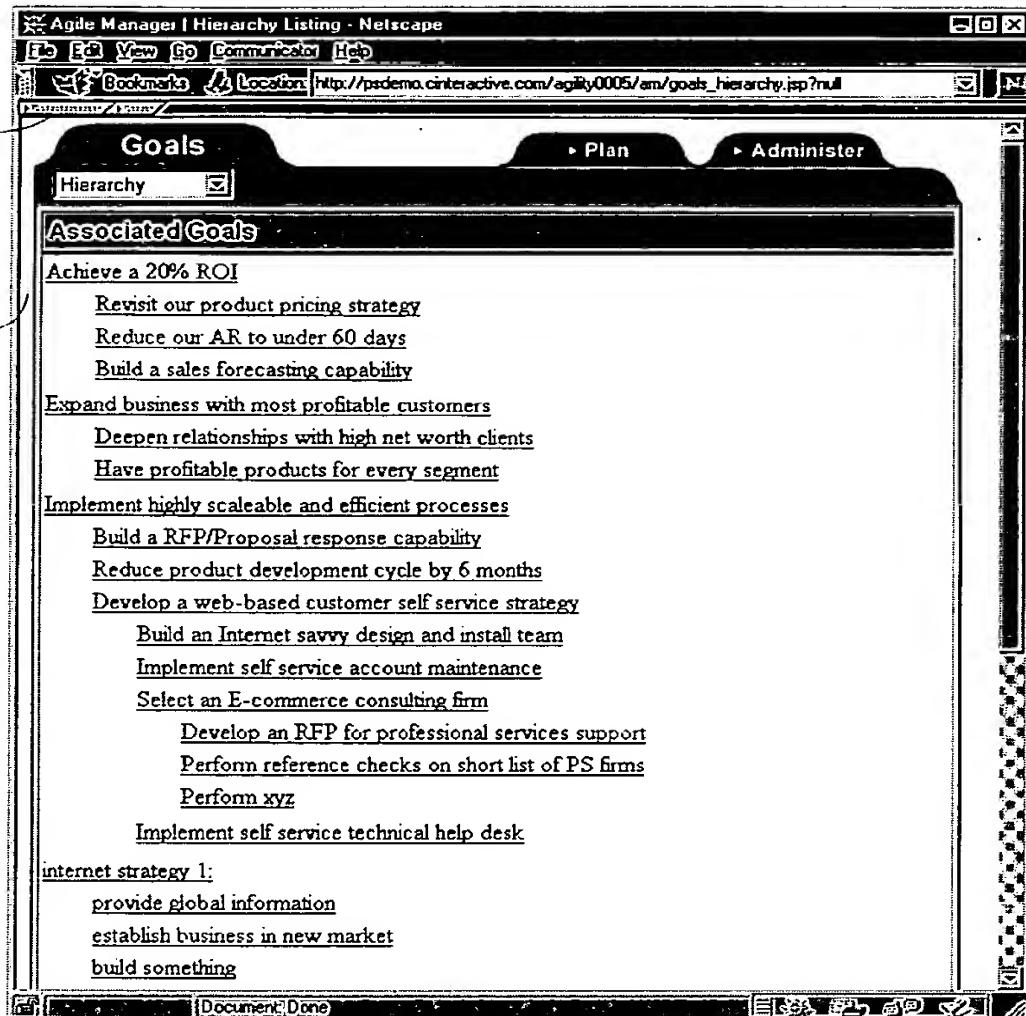


FIG. 3

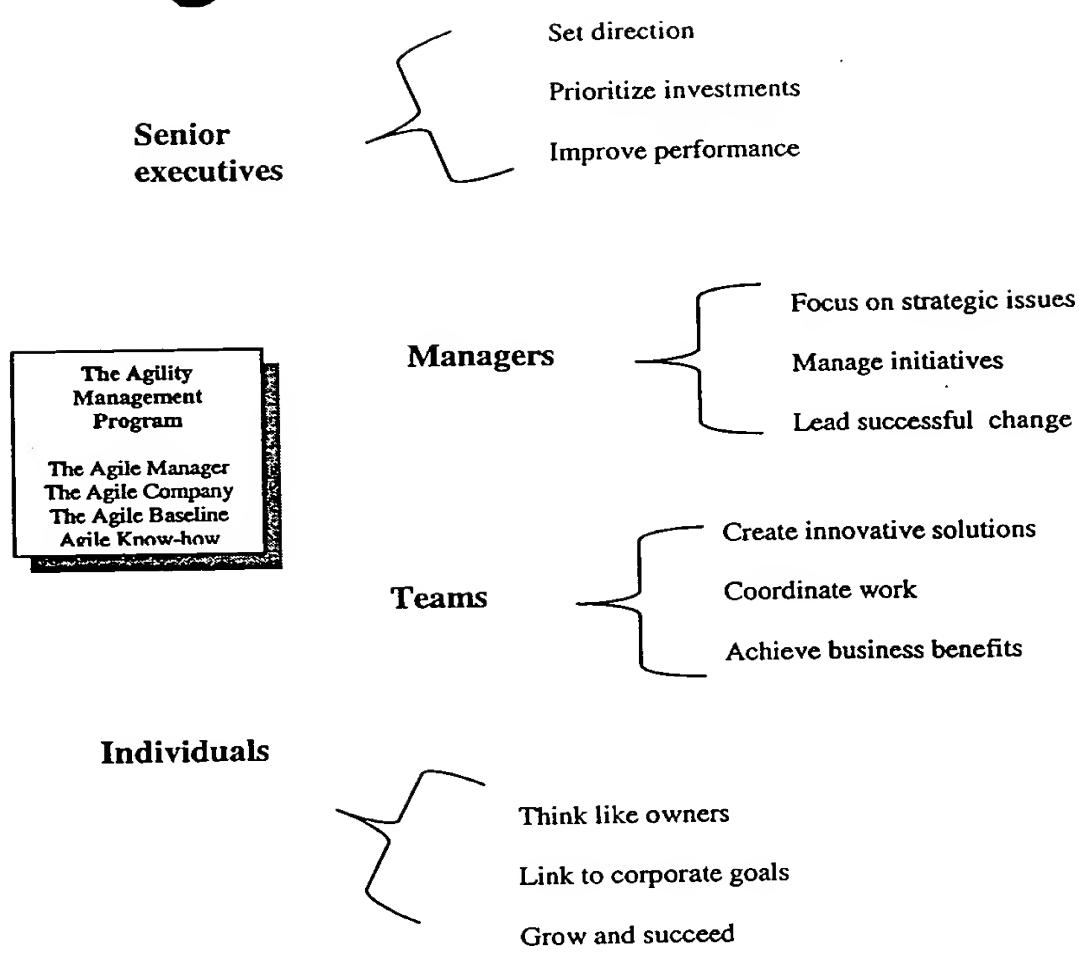


FIG. 4

Research based *Diagnostics* reduce organizational barriers

Enterprise	Management Team
<ul style="list-style-type: none"> • “Hard-wired” to customer needs/behaviors • Infectious, improvement-driven leadership • Visionary leadership with crystal clear communication • Employees act like/treated like owners • Action focused innovation/risk taking rewarded • Value based decision making at lowest level • Adaptive culture, revolutionary when necessary • Driven to excel; “good enough never is” • Relentless commitment to lower cost and higher quality • Boundaryless, but well managed structures • Time/resources focus on high value initiatives • Systematic, opportunistic strategies that adapt • Concentrate where the business leverage is • Exacting execution with reliable results • Information/knowledge accessible as needed 	<ul style="list-style-type: none"> • Focusing on the highest gain strategic initiatives: <ul style="list-style-type: none"> - creating a portfolio of high leverage initiatives - reprioritizing the portfolio as things change - reviewing new/old initiatives for ROI impact • Reducing organizational barriers to success: <ul style="list-style-type: none"> - determining factors critical for success - identifying key risks to be managed proactively - making adjustments to eliminate key barriers • Applying management talent on the right things: <ul style="list-style-type: none"> - reinforcing strategic goals using structured communication - getting substance from management meetings - focusing management attention on the high leverage items • Equipping leaders to succeed: <ul style="list-style-type: none"> - learning to think like owners - getting the most from interdisciplinary teams - managing project risk to value

Agility
MANAGEMENT PARTNERS

F16. 5

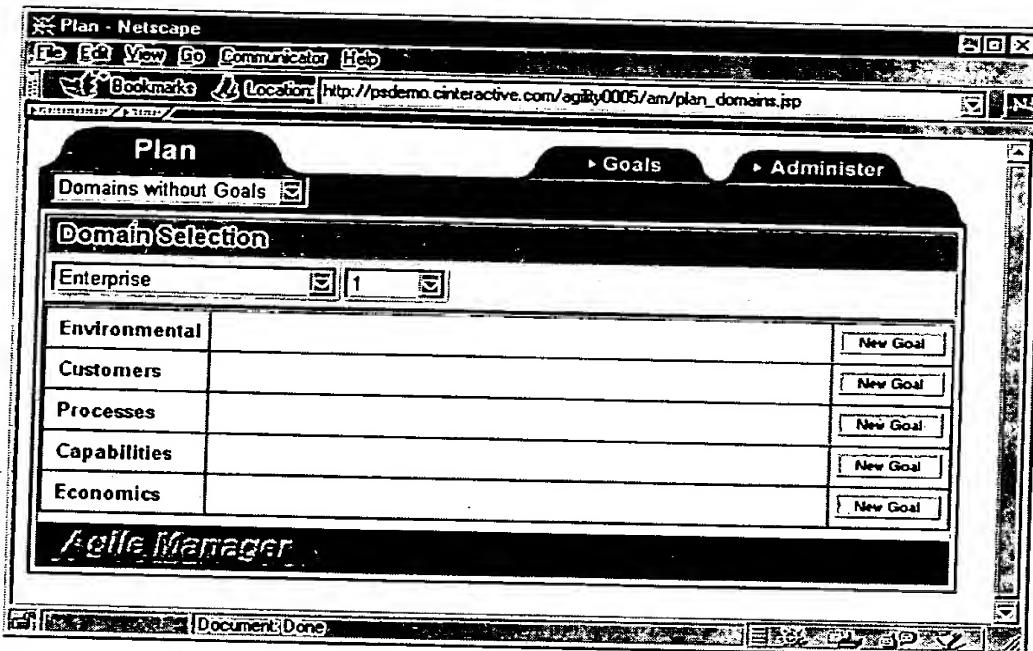


FIG. 6

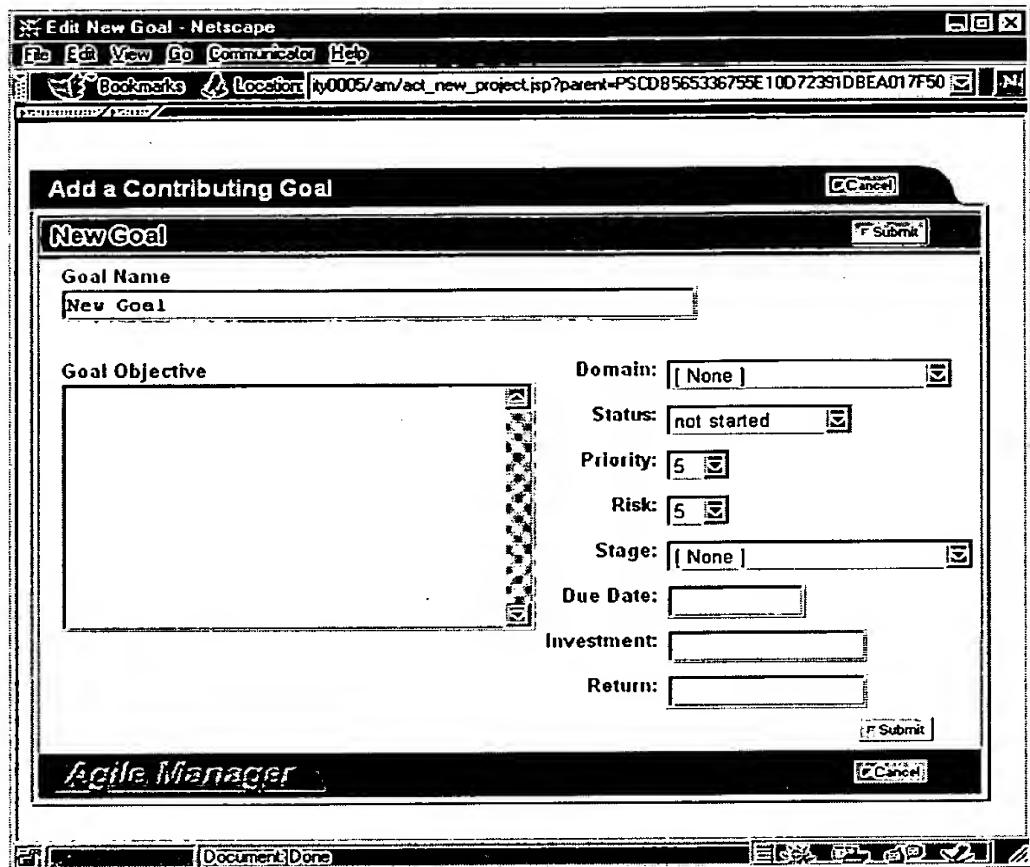


FIG. 7

GÖTTSCHE GOALS

Domain Selection	
<input checked="" type="checkbox"/> Enterprise	<input checked="" type="checkbox"/> Depth
Environmental	<input type="button" value="New Goal"/>
Market Trends	<input type="button" value="New Goal"/>
Competitors	<input type="button" value="New Goal"/>
Technical Innovation	<input type="button" value="New Goal"/>
Regulatory	<input type="button" value="New Goal"/>
Customers	<input type="button" value="New Goal"/>
Relationships	<input type="button" value="New Goal"/>
Products	<input type="button" value="New Goal"/>
Services	<input type="button" value="New Goal"/>
Processes	<input type="button" value="New Goal"/>
Core Processes	<input type="button" value="New Goal"/>
Business Acquisition	<input type="button" value="New Goal"/>
Business Development	<input type="button" value="New Goal"/>
Product Development	<input type="button" value="New Goal"/>

FIG. 8

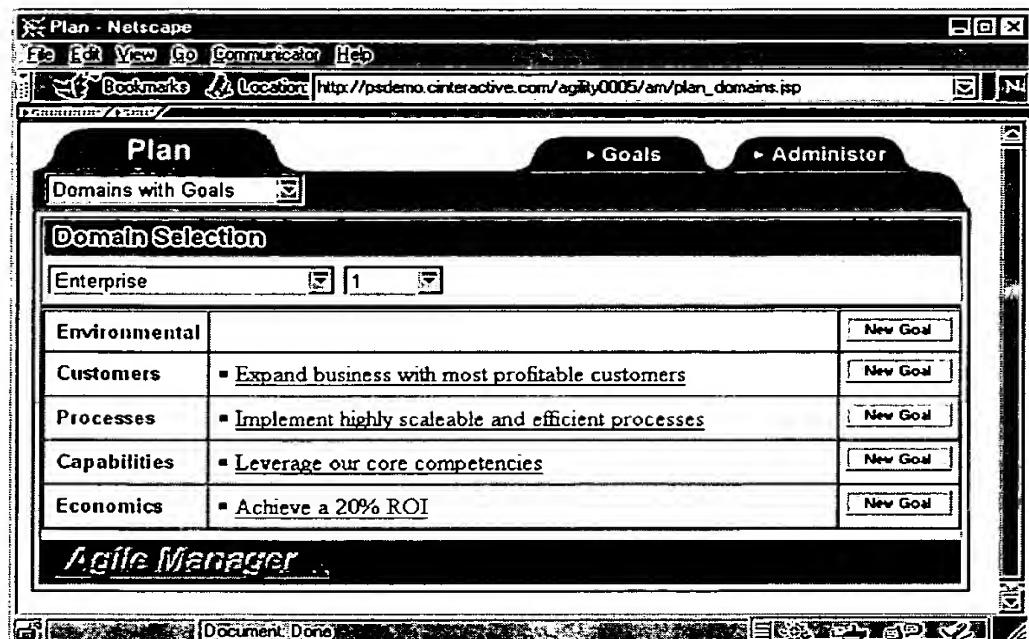


FIG. 9

Values

1 point	7	6
5	3	business people vs. just sales people
6.5	2.5	sell solutions not just products
7	4	customer vs. internally focused
6	3.5	business makers vs. order takers
5	4	profitability vs. sales focused
6	4.5	deal well at senior vs. just technical level
5.5	4	world class vs. unacceptable service
7	3	build value based client relationships
0	0	

FIG. 10

Business development assessment

current situation vs. desired state

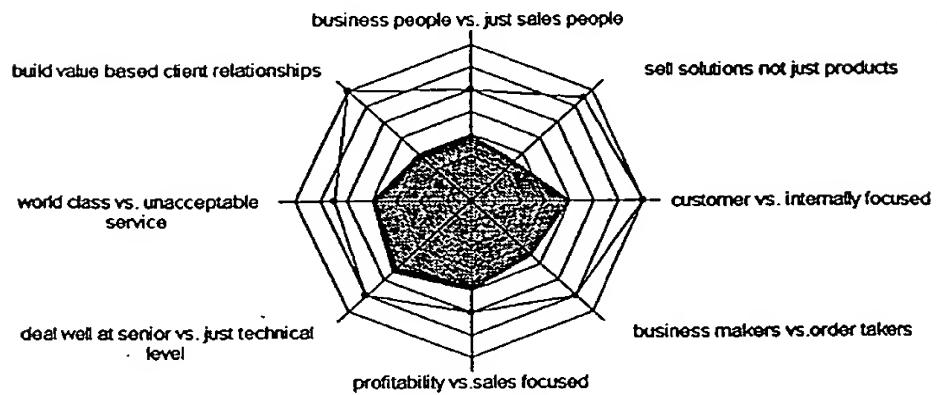


FIG. 11

GATE 50 - DATA SHEET

The screenshot shows a web-based application titled "Agile Manager | Act | Gap Analysis - Netscape". The main title bar includes "File Edit View Go Communicator Help" and a location bar with "Bookmarks" and "Location: /act_gaps.jsp?domain=&depth=depth&proj=PSCD8565336755E10D72391DBEA017F". The window has tabs "Act", "Goals", "Plan", and "Administer", with "Act" selected. A sub-tab "Gap Analysis" is also visible.

The main content area displays a goal titled "Expand business with most profitable customers" with the sub-instruction "Cross sell and up sell our products to our existing client base from a position of strength". Below this is a search bar with dropdown menus for "Enterprise" and "Depth".

A table follows, showing the relationship between various business domains and contributing goals, along with their current status and gaps:

Domain	Contributing Goal	Actual/ Desired	Gap	Action
Environmental				<input type="button" value="Add"/>
Market Trends				<input type="button" value="Add"/>
Competitors				<input type="button" value="Add"/>
Technical Innovation				<input type="button" value="Add"/>
Regulatory				<input type="button" value="Add"/>
Customers				<input type="button" value="Add"/>
Relationships	<u>Deepen relationships with high net worth clients</u>	10 / 10	0	<input type="button" value="Add"/>
Products	<u>Have profitable products for every segment</u>	6 / 10	4	<input type="button" value="Add"/>
Services				<input type="button" value="Add"/>
Processes				<input type="button" value="Add"/>
Core Processes				<input type="button" value="Add"/>
Business Acquisition				<input type="button" value="Add"/>
Business Development				<input type="button" value="Add"/>
Product Development				<input type="button" value="Add"/>

At the bottom left is a "Document Done" button, and at the bottom right are standard browser controls.

FIG. 12

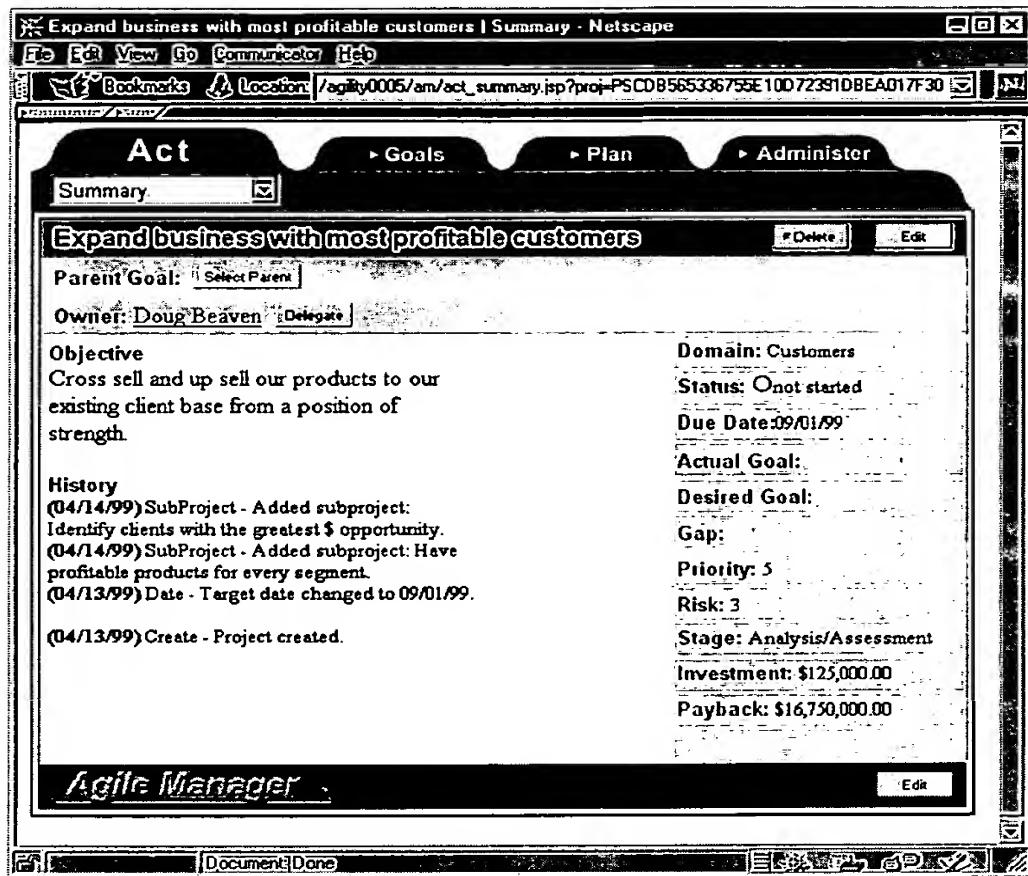
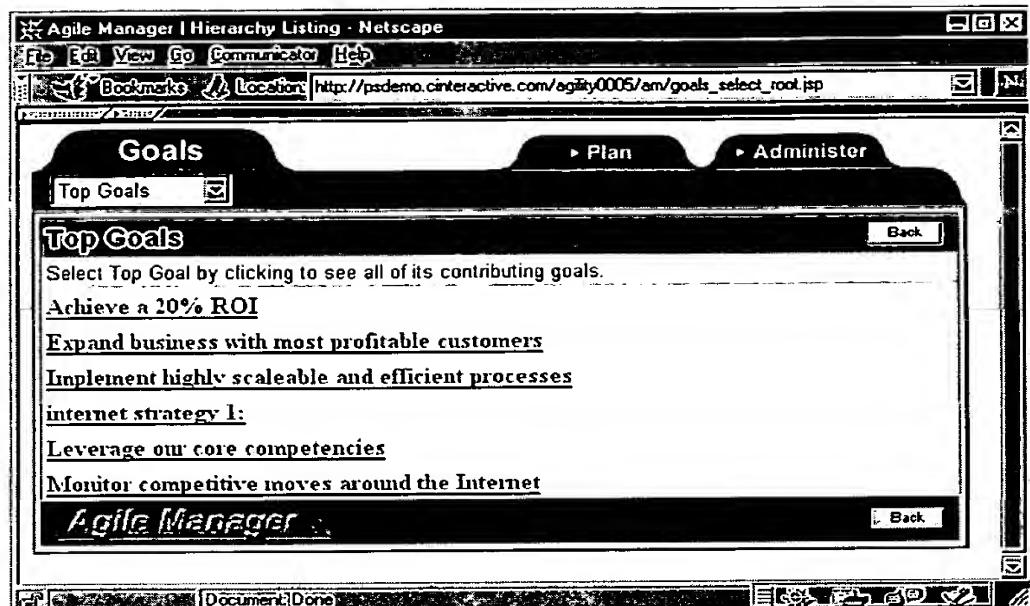


FIG. 13



06/14/2000 - 06/14/2000

FIG. 14

Goals		► Plan	► Administer
[Select]	<input checked="" type="checkbox"/>		
View Contributing Goals			
		Show Columns for [Priority <input checked="" type="checkbox"/>]	
Expand business with most profitable customers	Cost	Payback	Priority Due
Deepen relationships with high net worth clients	750,000	5,000,000	5 5w
Have profitable products for every segment	75,000	250,000	5 33w
Top Goal Total:		\$825,000.00	\$5,250,000.00

GOALS - DRAFTED GOALS

FIG. 15

Gaining Competitive Edge

The screenshot shows a web browser window titled "Agile Manager I Hierarchy Listing - Netscape". The URL in the address bar is "http://psdemo.cinteract.com/agility0005/am/goals_sorted.jsp". The main content is a table titled "View All Goals" with columns: Cost, Payback, Priority, and Due. The table is organized by domain, indicated by a checked checkbox labeled "Domain". The rows represent different goals categorized under Environmental, Technical Innovation, Customers, Relationships, Products, and Services.

	Cost	Payback	Priority	Due
Environmental				
<u>New Goal</u>	-	-	5	-
Competitors				
<u>Find new company or spin off threats</u>	5,000	50,000	5	10w
<u>Monitor competitive moves around the Internet</u>	5,000	50,000	3	8w
Technical Innovation				
<u>new internet strategy</u>	-	-	5	-
Customers				
<u>Expand business with most profitable customers</u>	125,000	16,750,000	5	17w
<u>Increase visibility</u>	-	-	5	-
Relationships				
<u>Ask clients about our perceived competencies</u>	10,000	500,000	5	1w
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	6w
<u>Understand recent competitive wins</u>	1,000	10,000	5	4w
Products				
<u>Have profitable products for every segment</u>	75,000	250,000	5	34w
<u>Resell our back office processing capabilities</u>	50,000	250,000	3	21w
<u>Revisit our product pricing strategy</u>	20,000	1,500,000	5	6w
Services				
<u>Develop a web-based customer self service strategy</u>	450,000	2,800,000	4	21w

FIG. 16

Agile Manager | Hierarchy Listing - Netscape

File Edit View Go Communicator Help

Bookmarks Locations http://psdemo.cinteractive.com/agile0005/am/goals_sorted.jsp

Goals Plan Administer

[Select]

View All Goals

Show Columns for: Priority ↴

		Cost	Payback	Priority	Due
Build an Internet savvy design and install team	1,000,000	5,000,000	4	-5w	
increase auto adjudication rates	1,000,000	1,250,000	5	86w	
Deepen relationships with high net worth clients	750,000	5,000,000	5	6w	
Increase our technology R&D capability	555,555	2,000,000	5	34w	
Develop a web-based customer self service strategy	450,000	2,800,000	4	21w	
Implement highly scaleable and efficient processes	450,000	1,250,000	5	30w	
Select an E-commerce consulting firm	300,000	1,000,000	4	4w	
Achieve a 20% ROI	250,000	1,250,000	5	34w	
Develop an RFP for professional services support	250,000	1,000,000	5	-3w	
Recruit and hire world class industry talent	250,000	1,000,000	5	34w	
Reduce product development cycle by 6 months	250,000	500,000	4	17w	
Implement GSTP by yearend	150,000	10,000,000	5	34w	
Expand business with most profitable customers	125,000	16,750,000	5	17w	
Implement self service technical help desk	85,000	100,000	4	6w	
Build a RFP/Proposal response capability	75,000	100,000	4	8w	
Have profitable products for every segment	75,000	250,000	5	34w	
Implement self service account maintenance	65,000	2,000,000	4	1w	
Resell our back office processing capabilities	50,000	250,000	3	21w	
Build a sales forecasting capability	35,000	100,000	4	12w	
Revisit our product pricing strategy	20,000	1,500,000	5	6w	

Document Done

FIG. 17

Agile Manager | Hierarchy Listing - Netscape

File Edit View Go Communicator Help

Bookmarks Location: http://psdemo.cinteractive.com/agility0005/am/goals_sorted.jsp

Goals

[Select]

View All Goals Show Columns for: Status

	Risk	Owner	Stage	Status	Due
○ Ask clients about our perceived competencies	5	Doug Beaven	Requirements Gathering	not started	1w
○ Develop a web-based customer self service strategy	5	Joe Smith	Requirements Gathering	on track	21w
○ Find new company or spin off threats	5	Doug Beaven	Implement	not started	10w
○ Implement GSTP by yearend	5	Doug Beaven	Analysis/Assessment	on track	34w
○ Implement self service technical help desk	5	Mike Jones	Business Case Development	on track	6w
○ Increase our technology R&D capability	5	Joe Smith	Prototype	not started	34w
○ Increase visibility	5	chris curran	-	not started	-
○ New Goal	5	Doug Beaven	-	not started	-
○ Perform xyz	5	Doug Beaven	-	not started	-
○ Recruit and hire world class industry talent	5	Doug Beaven	Roll-out	on track	34w
○ Reduce our AR to under 60 days	5	Doug Beaven	Implement	off track	8w
○ Understand recent competitive wins	5	Mike Jones	Analysis/Assessment	on track	4w
○ Increase auto adjudication rates	5	Doug Beaven	Build	on track	86w
○ Internet strategy 1	5	Doug Beaven	-	not started	-

[Document] Done

FIG. 18

FIGURE 19 - GOALS LIST

Goals

[Select]

View All Goals

Show Columns for: Priority

	Cost	Payback	Priority	Due
Build an Internet savvy design and install team	1,000,000	5,000,000	4	-5w
increase auto adjudication rates	1,000,000	1,250,000	5	86w
Deepen relationships with high net worth clients	750,000	5,000,000	5	6w
Increase our technology R&D capability	555,555	2,000,000	5	34w
Develop a web-based customer self service strategy	450,000	2,800,000	4	21w
Implement highly scaleable and efficient processes	450,000	1,250,000	5	30w
Select an E-commerce consulting firm	300,000	1,000,000	4	4w
Achieve a 20% ROI	250,000	1,250,000	5	34w
Develop an RFP for professional services support	250,000	1,000,000	5	-3w
Recruit and hire world class industry talent	250,000	1,000,000	5	34w
Reduce product development cycle by 6 months	250,000	500,000	4	17w
Implement GSTP by yearend	150,000	10,000,000	5	34w
Expand business with most profitable customers	125,000	16,750,000	5	17w
Implement self service technical help desk	85,000	100,000	4	6w
Build a RFP/Proposal response capability	75,000	100,000	4	8w
Have profitable products for every segment	75,000	250,000	5	34w
Implement self service account maintenance	65,000	2,000,000	4	1w
Resell our back office processing capabilities	50,000	250,000	3	21w
Build a sales forecasting capability	35,000	100,000	4	12w
Revisit our product pricing strategy	20,000	1,500,000	5	6w

[Document] [Done]

FIG. 19

Agile Manager | Hierarchy Listing - Netscape

File Edit View Go Communicator Help

Bookmarks Location: http://psdema.cinteractive.com/agility0005/am/goals_sorted.jsp

Goals ▶ Plan ▶ Administer

[Select]

View All Goals

Show Columns for: Priority

		Cost	Payback	Priority	Due
<u>Expand business with most profitable customers</u>	125,000	16,750,000	5	17w	
<u>Implement GSTP by yearend</u>	150,000	10,000,000	5	34w	
<u>Build an Internet savvy design and install team</u>	1,000,000	5,000,000	4	-5w	
<u>Deepen relationships with high net worth clients</u>	750,000	5,000,000	5	6w	
<u>Develop a web-based customer self service strategy</u>	450,000	2,800,000	4	21w	
<u>Reduce Breakeven on New Business</u>	10,000	2,500,000	4	8w	
<u>Implement self service account maintenance</u>	65,000	2,000,000	4	1w	
<u>Increase our technology R&D capability</u>	555,555	2,000,000	5	34w	
<u>Revisit our product pricing strategy</u>	20,000	1,500,000	5	6w	
<u>Achieve a 20% ROI</u>	250,000	1,250,000	5	34w	
<u>Implement highly scaleable and efficient processes</u>	450,000	1,250,000	5	30w	
<u>Increase auto adjudication rates</u>	1,000,000	1,250,000	5	86w	
<u>Develop an RFP for professional services support</u>	250,000	1,000,000	5	-3w	
<u>Recruit and hire world class industry talent</u>	250,000	1,000,000	5	34w	
<u>Select an E-commerce consulting firm</u>	300,000	1,000,000	4	4w	
<u>Ask clients about our perceived competencies</u>	10,000	500,000	5	1w	
<u>Reduce product development cycle by 6 months</u>	250,000	500,000	4	17w	
<u>Have profitable products for every segment</u>	75,000	250,000	5	34w	
<u>Resell our back office processing capabilities</u>	50,000	250,000	3	21w	
<u>Reduce our AR to under 60 days</u>	5,000	150,000	5	8w	

Document Done

FIG. 20

GOALS IDENTIFIED

View All Goals						Show Columns for:	Status
	Risk	Owner	Stage	Status	Due		
○ <u>Have profitable products for every segment</u>	4	<u>Mike Jones</u>	Requirements Gathering	needs attention	33w		
○ <u>Monitor competitive moves around the Internet</u>	3	<u>Doug Beaven</u>	Analysis/Assessment	needs attention	7w		
○ <u>Reduce Breakeven on New Business</u>	4	<u>Doug Beaven</u>	Implement	needs attention	7w		
● <u>Develop an RFP for professional services support</u>	4	<u>Joe Smith</u>	Retrospective Review	completed	-4w		
● <u>Perform reference checks on short list of PS firms</u>	4	<u>Doug Beaven</u>	Retrospective Review	completed	-2w		
○ <u>Ask clients about our perceived competencies</u>	5	<u>Doug Beaven</u>	Requirements Gathering	not started	1d		
○ <u>Eclipse competition with our e-comm capability</u>	5	<u>Doug Beaven</u>	-	not started	-		
○ <u>Expand business with most profitable customers</u>	3	<u>Doug Beaven</u>	Analysis/Assessment	not started	16w		
○ <u>Find new company or spin off threats</u>	5	<u>Doug Beaven</u>	Implement	not started	9w		

FIG. 21

GOALS - DRAFTED

Goals

► Plan ► Administer

[Select]				Show Columns for:	Status	<input checked="" type="checkbox"/>
Select	Hierarchy	Risk	Owner	Stage	Status	Due
Select	Products for	4	Mike Jones	Requirements Gathering	needs attention	33w
Hierarchy	Five moves	3	Doug Beaven	Analysis/Assessment	needs attention	7w
Select Domain	around the Internet					
Top Goals	<u>● Reduce Breakeven on New Business</u>	4	Doug Beaven	Implement	needs attention	7w
All Goals	<u>● Develop an RFP for professional services support</u>	4	Joe Smith	Retrospective Review	completed	-4w
Alerts	<u>● Perform reference checks on short list of PS firms</u>	4	Doug Beaven	Retrospective Review	completed	-2w
Search	<u>○ Ask clients about our perceived competencies</u>	5	Doug Beaven	Requirements Gathering	not started	1d
New Goal	<u>○ Eclipse competition with our e-comm capability</u>	5	Doug Beaven	-	not started	-
	<u>○ Expand business with most profitable customers</u>	3	Doug Beaven	Analysis/Assessment	not started	16w
	<u>○ Find new company or spin off threats</u>	5	Doug Beaven	Implement	not started	9w
	<u>○ Increase our technology R&D</u>	5	Joe Smith	Prototype	not started	33w

FIG. 22

Goals		► Plan	► Administer
[Select]	<input checked="" type="checkbox"/>	Show Columns for: Domain <input checked="" type="checkbox"/>	
View Contributing Goals			
<u>Expand business with most profitable customers</u>	Cost	Payback	Priority Due
Customers			
Relationships			
Deepen relationships with high net worth clients	750,000	5,000,000	5 5w
Products			
<u>Have profitable products for every segment</u>	75,000	250,000	5 33w
Total Goal / Total:	\$825,000.00	\$5,250,000.00	

FIG. 23

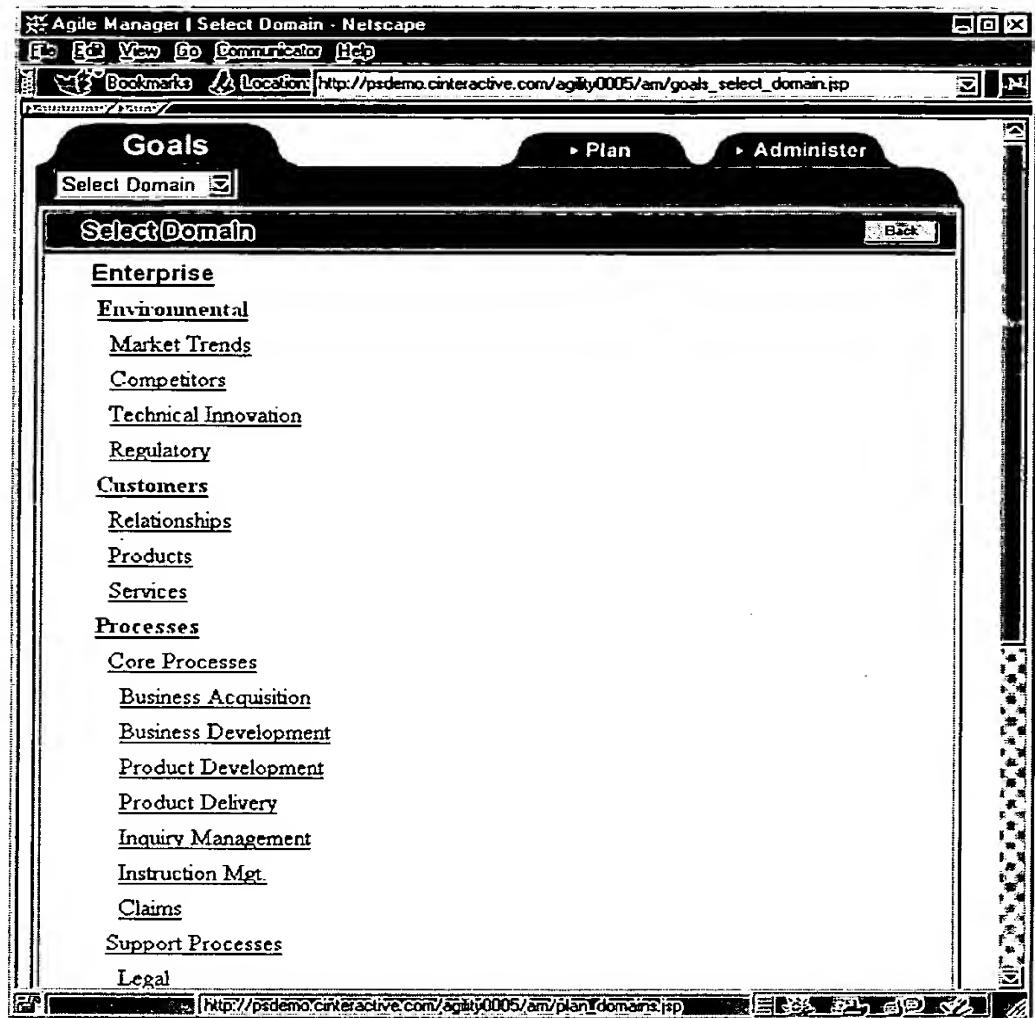


FIG. 24

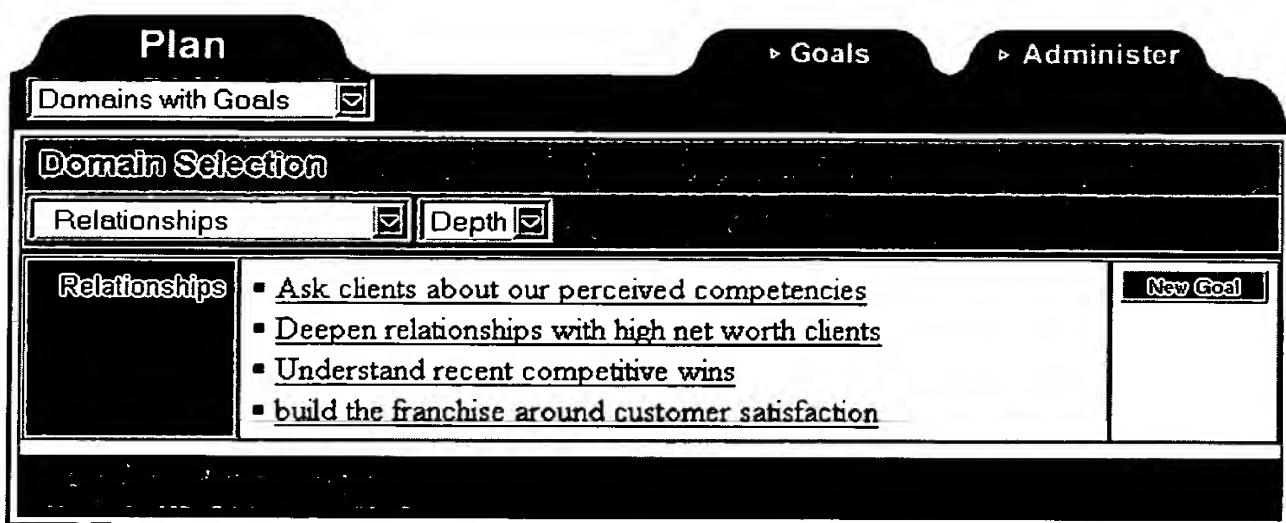


FIG. 25

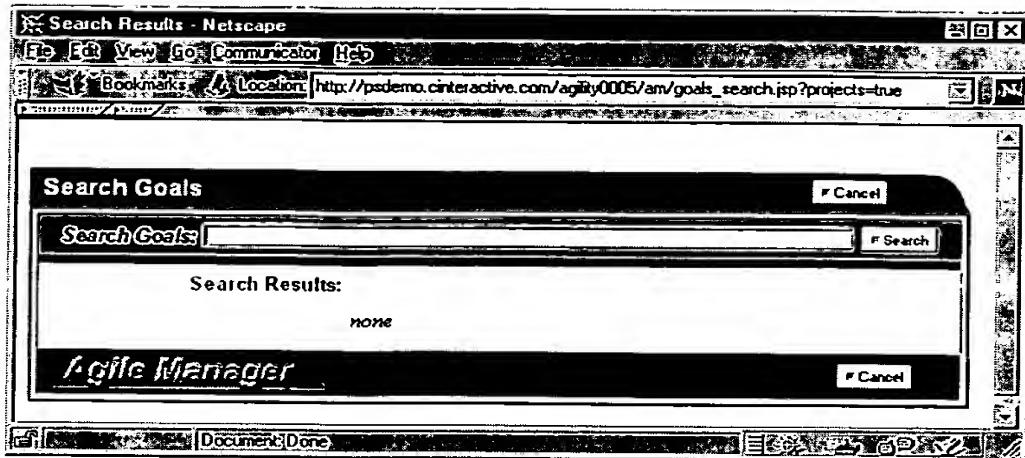


FIG. 26

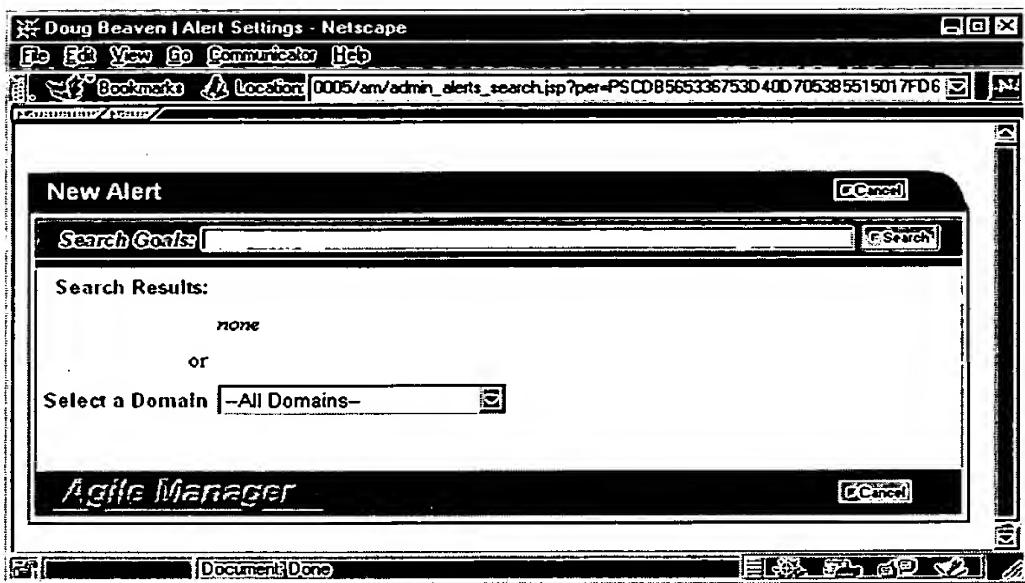
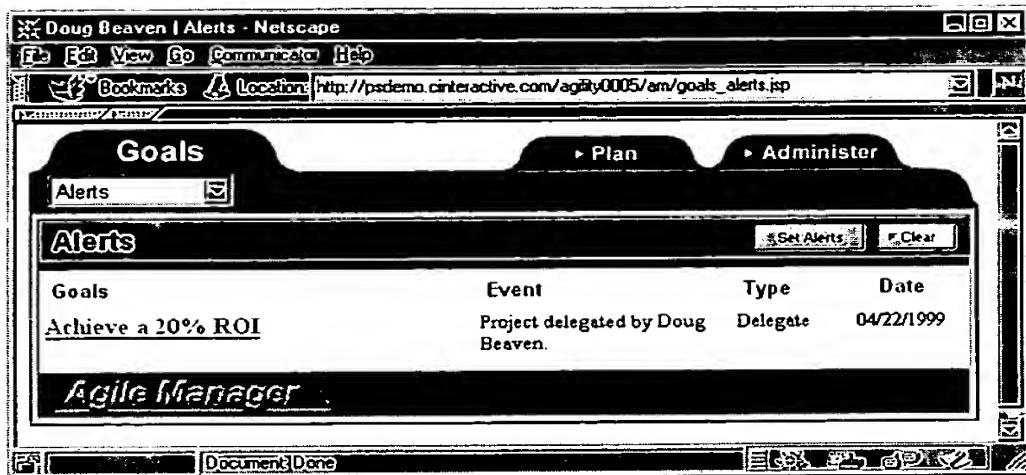


FIG. 27



બોર્ડ કાર્ડ = બોર્ડ કાર્ડ ટેચ્નો

FIG. 28

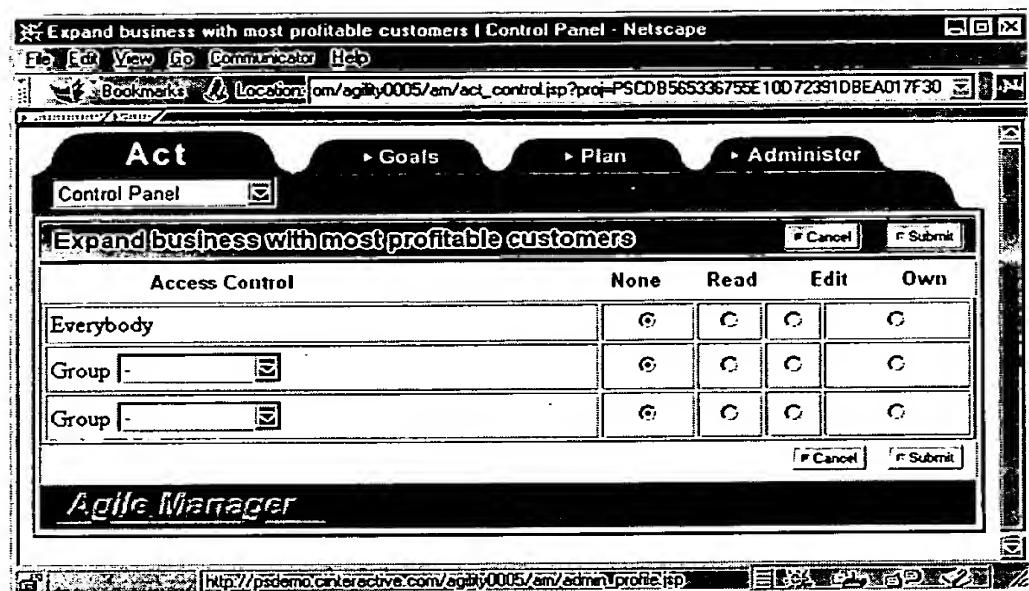


FIG. 29

© 2000 - Oracle 60

Edit Achieve a 20% ROI - Netscape
File Edit View Go Communicator Help
Bookmarks Location: /agility0005/am/act_summary_edit.jsp?proj=PS0DB565336755E10D72391DBEA017F50

Edit Summary

Achieve a 20% ROI

Goal Name: Achieve a 20% ROI

Goal Objective:
Ensure that the revenue and profit contribution is significant enough to return to the Company and investors an ROI of 20% or greater.

Domain: Economics

Status: off track

Due Date: 12/31/99

Actual Goal: 7

Desired Goal: 10

Priority: 5

Risk: 4

Stage: Implement

Investment: 250000.0

Return: 1250000.0

Submit **Cancel**

Agile Manager

Document Done

Detailed description: This is a screenshot of a web-based application window titled 'Edit Achieve a 20% ROI - Netscape'. The main title bar says 'Edit Summary' and the sub-title bar says 'Achieve a 20% ROI'. The window contains several input fields and dropdown menus. On the left, there's a text area for the 'Goal Objective' containing a mission statement. To the right of this are various status and planning fields: 'Domain' (Economics), 'Status' (off track), 'Due Date' (12/31/99), 'Actual Goal' (7), 'Desired Goal' (10), 'Priority' (5), 'Risk' (4), 'Stage' (Implement), 'Investment' (250000.0), and 'Return' (1250000.0). At the bottom of the window are 'Submit' and 'Cancel' buttons. The footer of the application window says 'Agile Manager'.

FIG. 30

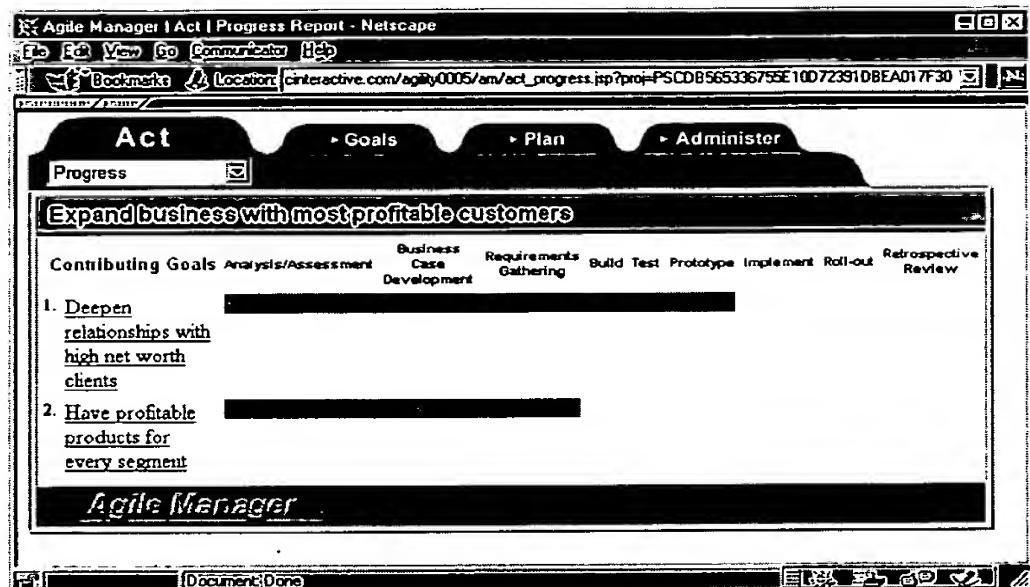


FIG. 31

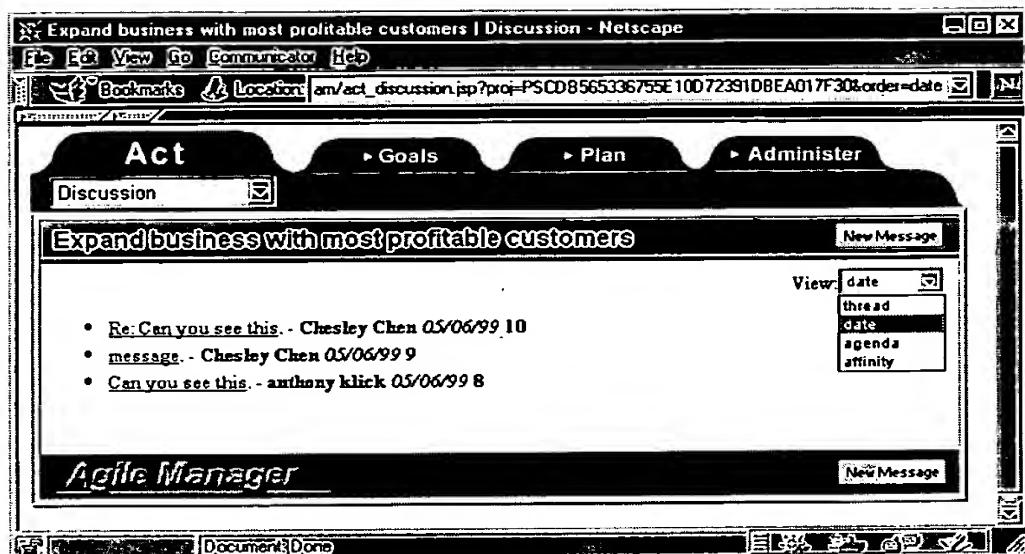


FIG. 32

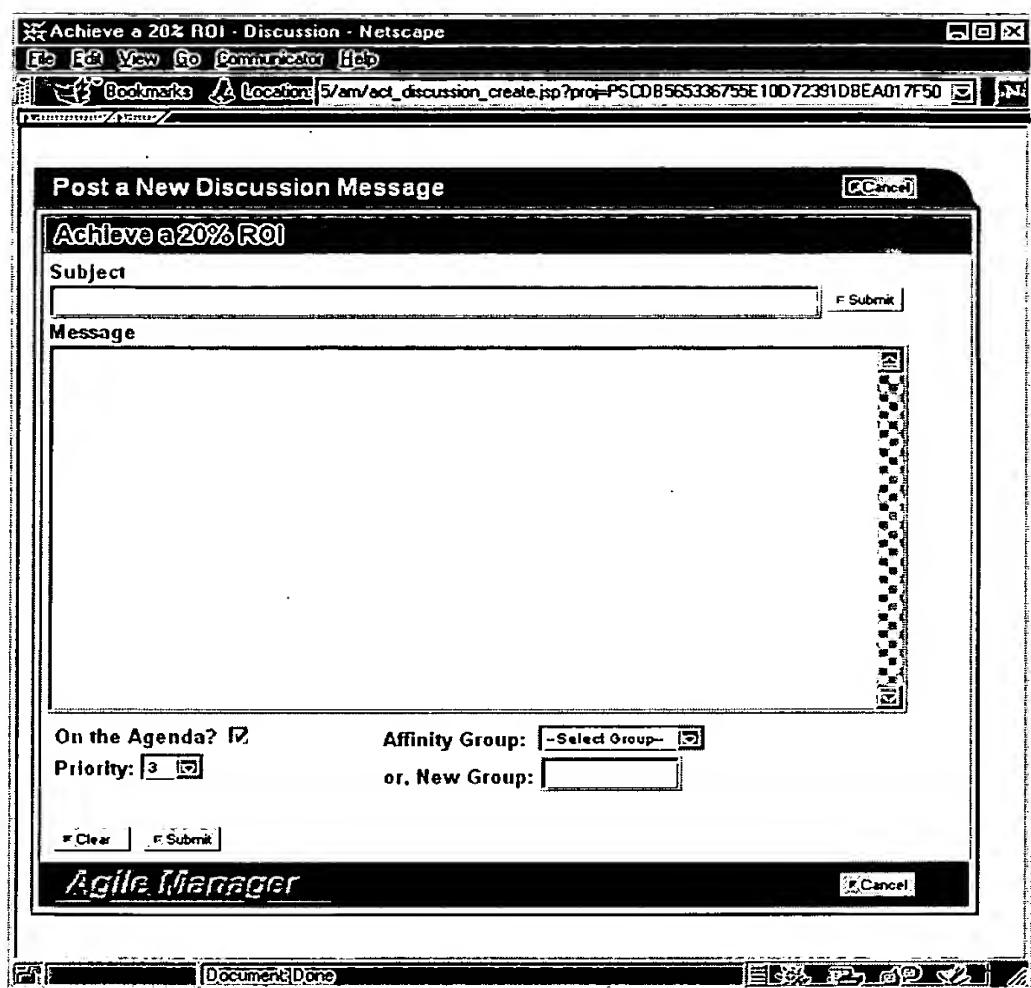


FIG. 33

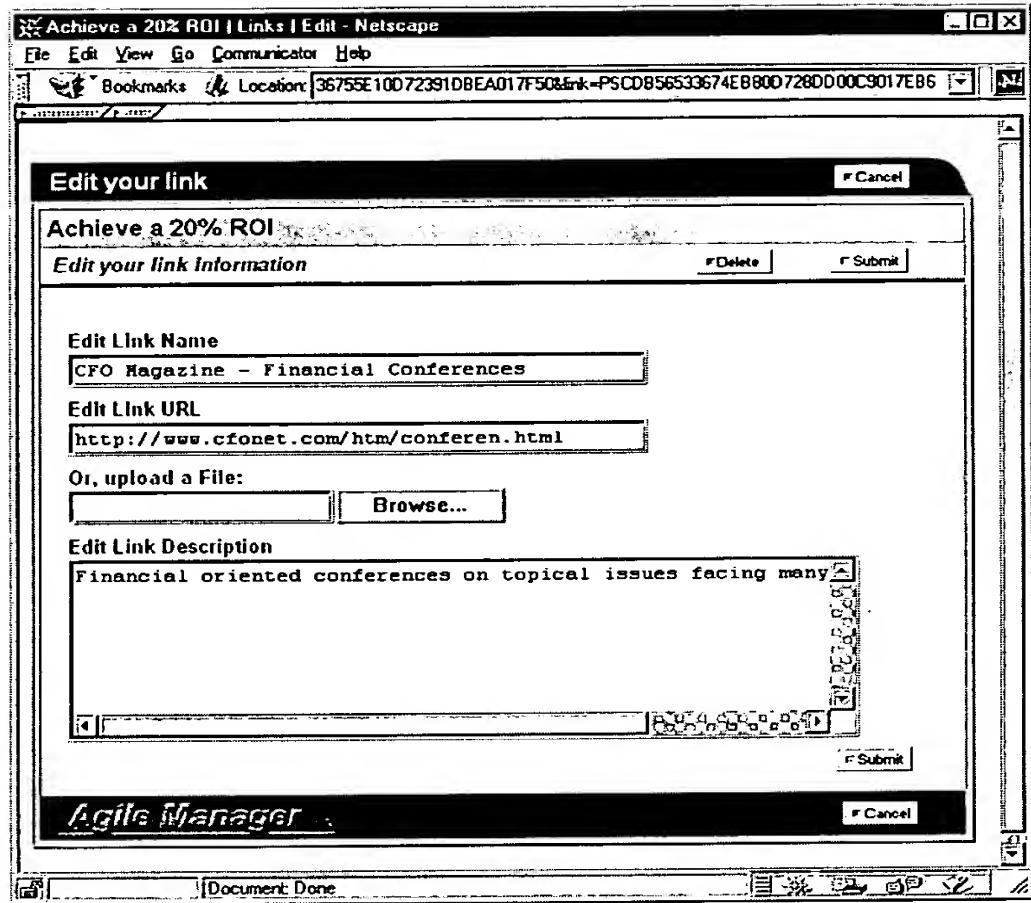


FIG. 34

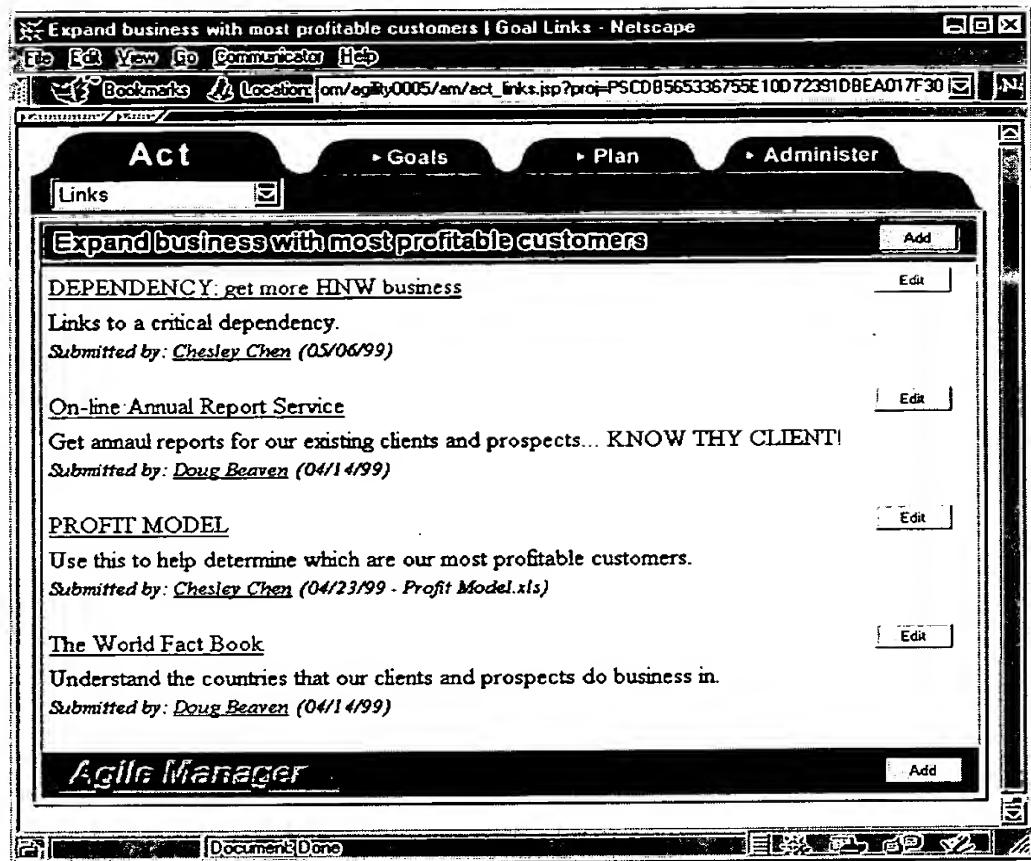


FIG. 35

EMPLOYEES ARE TREATED LIKE OWNERS

EMPLOYEES ARE TREATED LIKE AND COMPENSATED IN A MANNER REFLECTIVE OF OWNERSHIP RATHER THAN SERVITUDE.

"Employees [must] trust the company and believe changes are in their best interests." - Donald K.Clifford and Richard E.Cavanagh, *The Wining Performance*

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree	No Response
-------------------	----------	-------------------	---------	----------------	-------	----------------	-------------

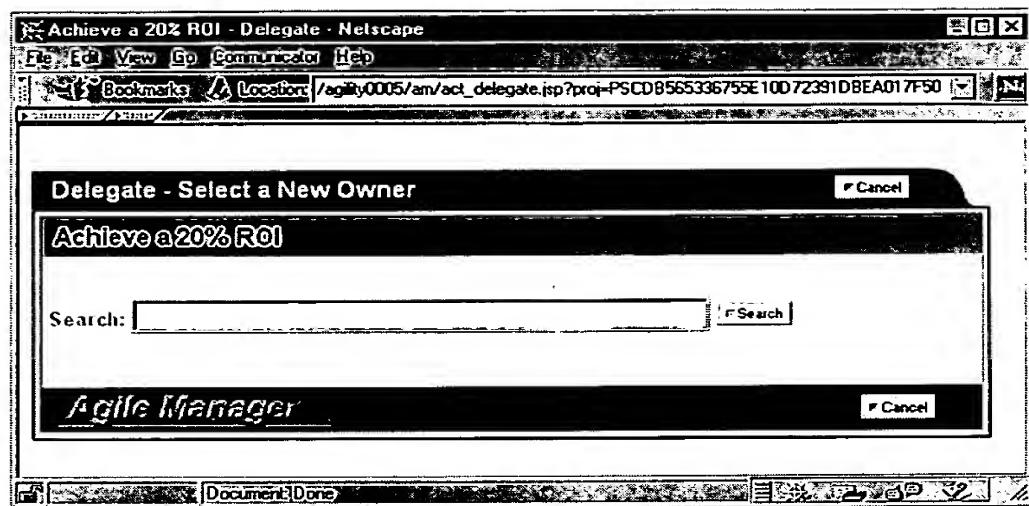


FIG. 36A

Act ▶ Goals ▶ Plan ▶ Administer

Briefing

Deepen relationships with high net worth clients

Expand business with most profitable customers
Cross sell and up sell our products to our existing client base from a position of strength.

DEPENDENCY: get more HNW business
Links to a critical dependency. (05/06/99)

On-line Annual Report Service
Get annual reports for our existing clients and prospects... KNOW THY CLIENT! (04/14/99)

PROFIT MODEL
Use this to help determine which are our most profitable customers. (04/23/99 - Profit Model.xls)

The World Fact Book
Understand the countries that our clients and prospects do business in. (04/14/99)

Top Notch Marketing Firm
Link to marketing 1to1 (05/12/99)

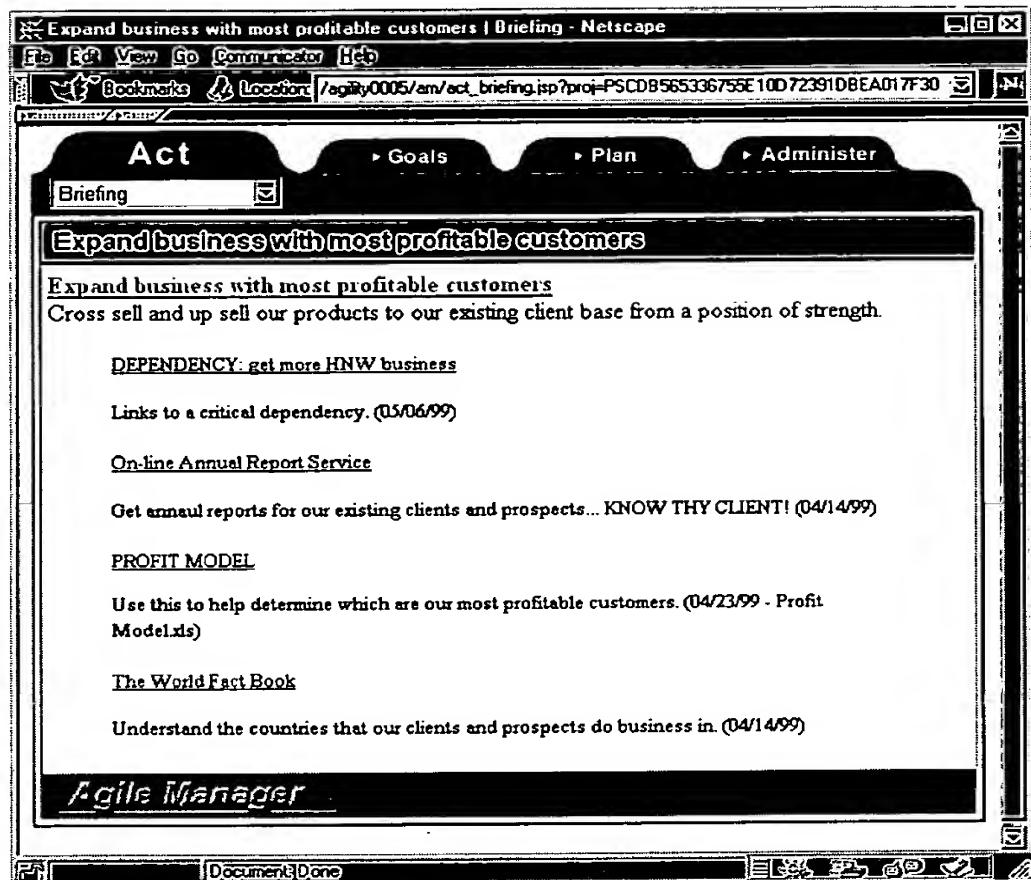


FIG. 38

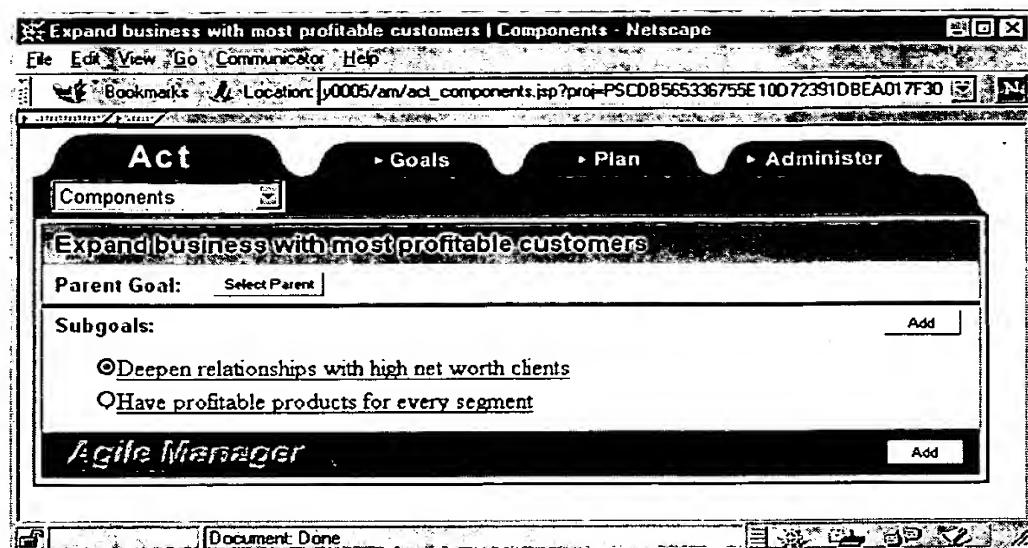


FIG. 39

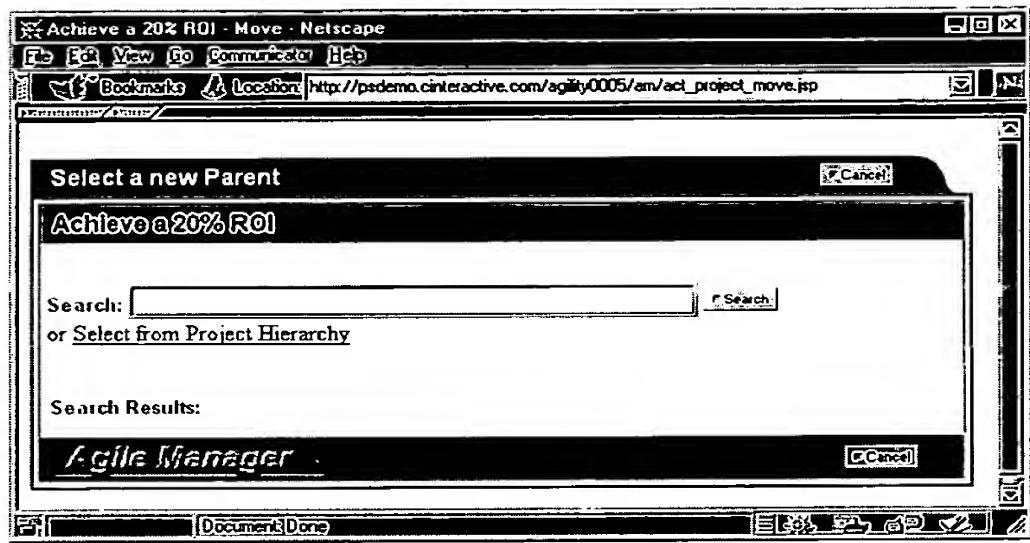


FIG. 40

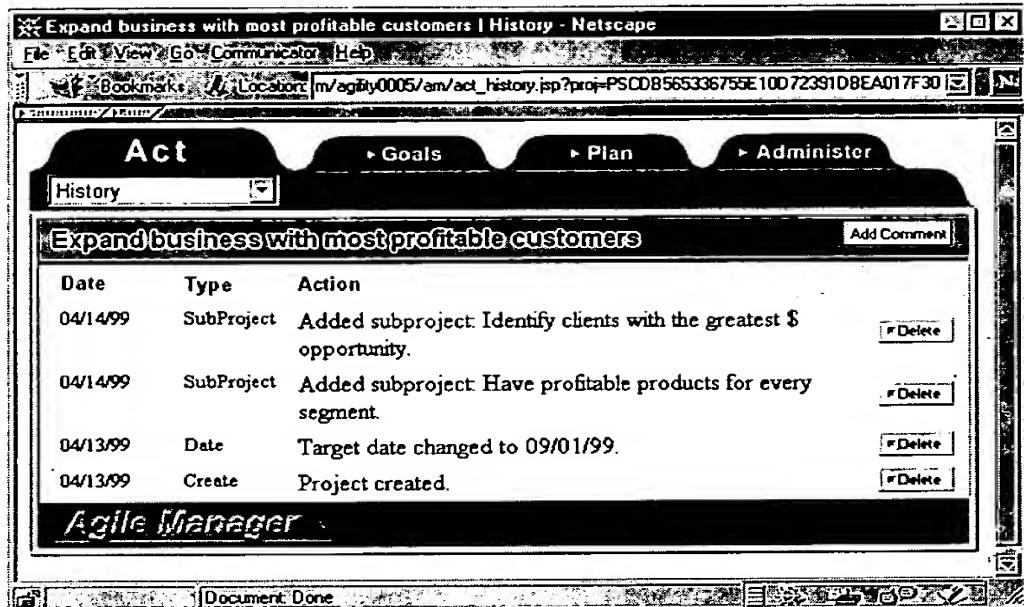


FIG. 41